

# LAWRENCE GENERAL HOSPITAL

## 2018 Hospital Profile

Lawrence, MA

Community-High Public Payer Hospital

Northeastern Massachusetts

Lawrence General Hospital is a mid-size, non-profit community-High Public Payer (HPP) hospital located in the Northeastern Massachusetts region. Between FY14 and FY18, the volume of inpatient discharges at the hospital decreased by 1.9% compared to a median increase of 3.1% at cohort hospitals. Outpatient visits decreased by 2.7% for the hospital between FY14 and FY18, compared to a median increase of 5.0% for its peer cohort. After reporting a profit in FY16 and FY17, the hospital reported a loss of \$0.2M in FY18. Its total margin was -0.1% as compared to the median total margin of 5.0% at peer cohort hospitals.

### At a Glance

#### Overview / Size

Hospital System Affiliation:	Lawrence General Hospital and Affiliates
Hospital System Surplus (Loss) in FY18:	(\$4,836,000)
Change in Ownership (FY14-18):	Not Applicable
Total Staffed Beds:	227, mid-size acute hospital
% Occupancy:	57.7%, < cohort avg. (67%)
Special Public Funding:	HCI <sup>1</sup> , ICB <sup>2</sup>
Trauma Center Designation:	Adult: Level 3
Case Mix Index:	0.91, < cohort avg. (0.93); < statewide (1.14)

#### Financial

Inpatient NPSR per CMAD:	\$10,690
Change FY17-FY18:	34.8%
Inpatient:Outpatient Revenue in FY18:	37%:63%
Outpatient Revenue in FY18:	\$114,724,680
Change FY17-FY18:	-14.1%
Total Revenue in FY18:	\$252,374,000
Total Surplus (Loss) in FY18:	(\$159,000)

#### Payer Mix

Public Payer Mix:	72.1% HPP Hospital
CY17 Commercial Statewide Relative Price:	0.74
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated HMO, Inc.

#### Utilization

Inpatient Discharges in FY18:	12,421
Change FY17-FY18:	-1.9%
Emergency Department Visits in FY18:	49,543
Change FY17-FY18:	-27.1%
Outpatient Visits in FY18:	269,577
Change FY17-FY18:	-4.5%

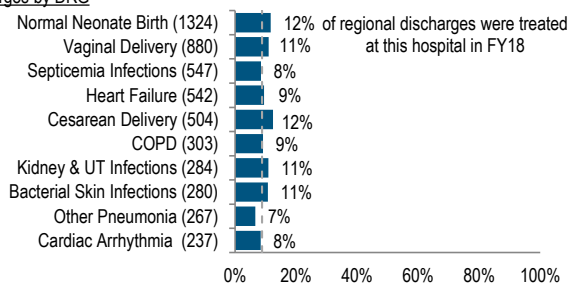
#### Quality

Readmission Rate in FY18:	15.7%
Change FY14-FY18 (percentage points):	1.1
Early Elective Deliveries Rate:	0.0%

### Services

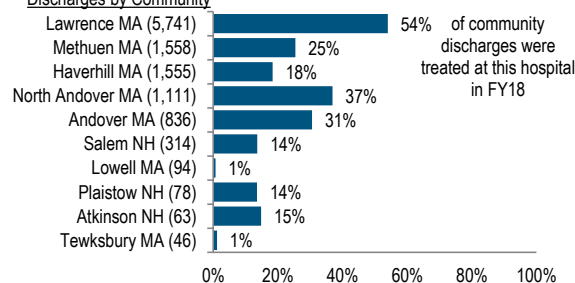
What were the most common inpatient cases (DRGs) treated at the hospital in FY18? What proportion of the region's cases did this hospital treat for each service?

#### Discharges by DRG



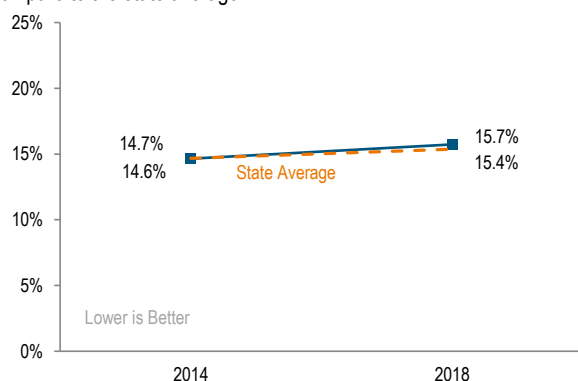
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

#### Discharges by Community

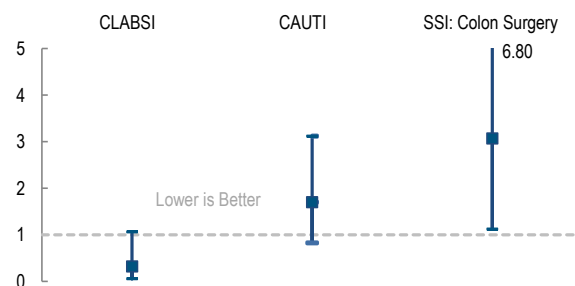


### Quality

What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



## 2018 HOSPITAL PROFILE: LAWRENCE GENERAL HOSPITAL

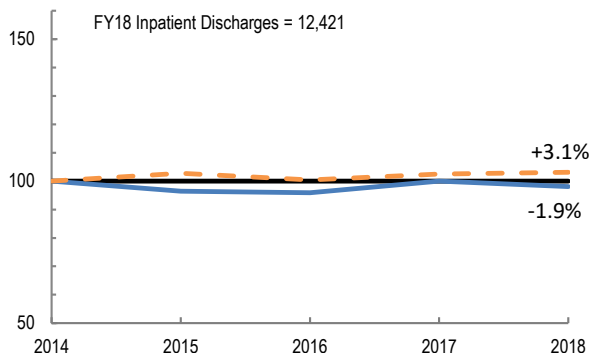
Cohort: Community-High Public Payer Hospital

Key:

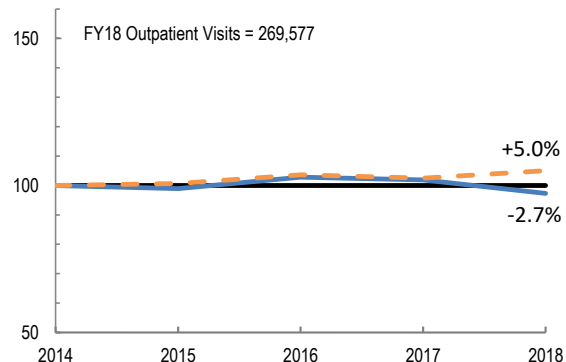
— Hospital  
- - - Peer Cohort

### Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)

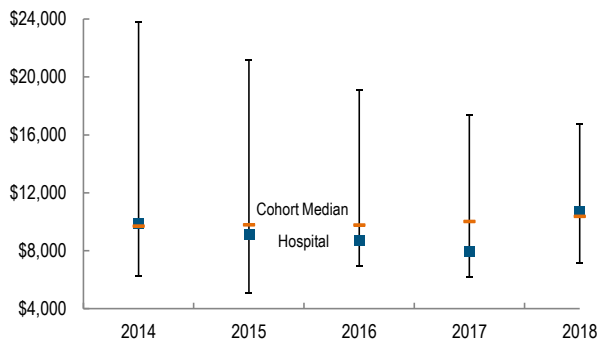


How has the volume of the hospital's outpatient visits changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)

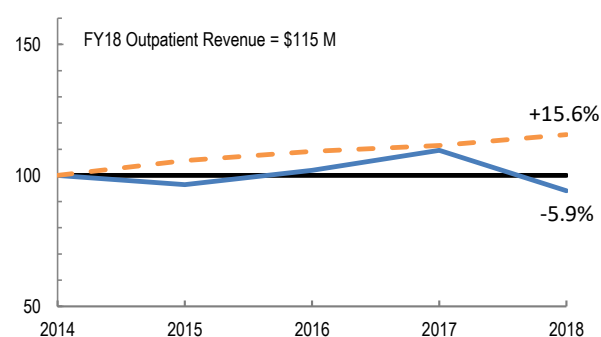


### Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY14 and FY18, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)



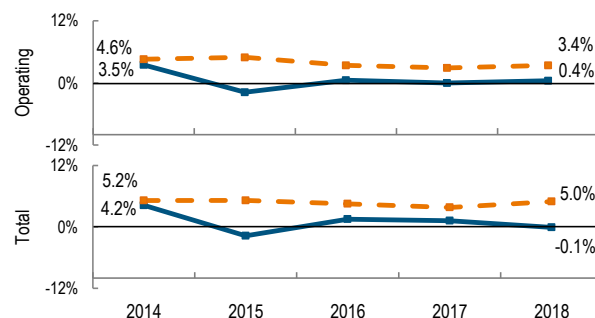
### Financial Performance

How have the hospital's total revenue and costs changed between FY14 and FY18?

#### Revenue, Cost, & Profit/Loss (in millions)

FY	2014	2015	2016	2017	2018
<b>Operating Revenue</b>	\$ 228.7	\$ 226.3	\$ 241.4	\$ 247.8	\$ 253.6
<b>Non-Operating Revenue</b>	\$ 1.7	\$ 0.1	\$ 2.3	\$ 3.1	\$ (1.3)
<b>Total Revenue</b>	\$ 230.4	\$ 226.4	\$ 243.7	\$ 250.9	\$ 252.4
<b>Total Costs</b>	\$ 220.7	\$ 230.4	\$ 240.1	\$ 247.8	\$ 252.5
<b>Total Profit (Loss)</b>	\$ 9.8	\$ (4.0)	\$ 3.6	\$ 3.1	\$ (0.2)

What were the hospital's total margin and operating margins between FY14 and FY18, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

\* High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.

° For more information on Infrastructure and Capacity Building (ICB) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).

η For more information on Health Care Innovation Investment Program (HCII) special funding, please contact the Health Policy Commission (HPC).